

## 2009 Management Associate Programme

**Introduction** Management Associate Programme (MAP) is to target talented people to develop them to build a pool of future leaders who will meet the immediate and long-term business challenges. MAP is designed to provide the selected Management Associates (MAs) with well-rounded development opportunities which offer a broad range of experiences across diverse business areas.

**Programme structure** The 12-month structured training programme offers a diverse range of for MAs to gain exposure in specialised business.

- Phase I Business Induction
- Phase II Project Assignments within Business Group
- Phase III Group Leadership Development Programme
- Phase IV Final Job Assignment

\* See Appendix for details.

**Target candidates**

**We are seeking for highly talented future leaders.**

To qualify for the MA Programme, candidates should:

- Have a strong academic background. MBAs from the top business school abroad or equivalent degree.
- Have 3-5 year working experience including internship
- Be self-motivated with strong planning and organising skills
- Be innovative, flexible, resilient and have the ability to think out of box
- Have strong communication, interpersonal and analytical skills
- Be fluent in written and spoken English and Korean
- Display high potential to grow and the willingness to take challenges

We are also looking for evidence of the HSBC's Group leadership capabilities which are:

- **Navigating:** Understanding the changing strategic and commercial context and plotting a realistic course beneficial to customers
- **Aspiring:** Sourcing and embedding market leading standards at HSBC
- **Driving:** Leading from the front by courageously setting and executing ambitious goals.
- **Mobilising:** Engaging a large, geographically and culturally diverse workforce to deliver at pace
- **Sustaining:** Making sustainable decisions that protect HSBC's reputation

**Selection process**

- Application
- Telephone Interview
- Psychometric Test
- Assessment Centre (1<sup>st</sup> week of December 2008, subject to change)

**Application**

Deadline: 10 Oct 2008

E-mail: [jiwonlim@kr.hsbc.com](mailto:jiwonlim@kr.hsbc.com) or [sunyoungpark@kr.hsbc.com](mailto:sunyoungpark@kr.hsbc.com)

Required documents: Resume & Cover Letter

**Summer Internship Programme**

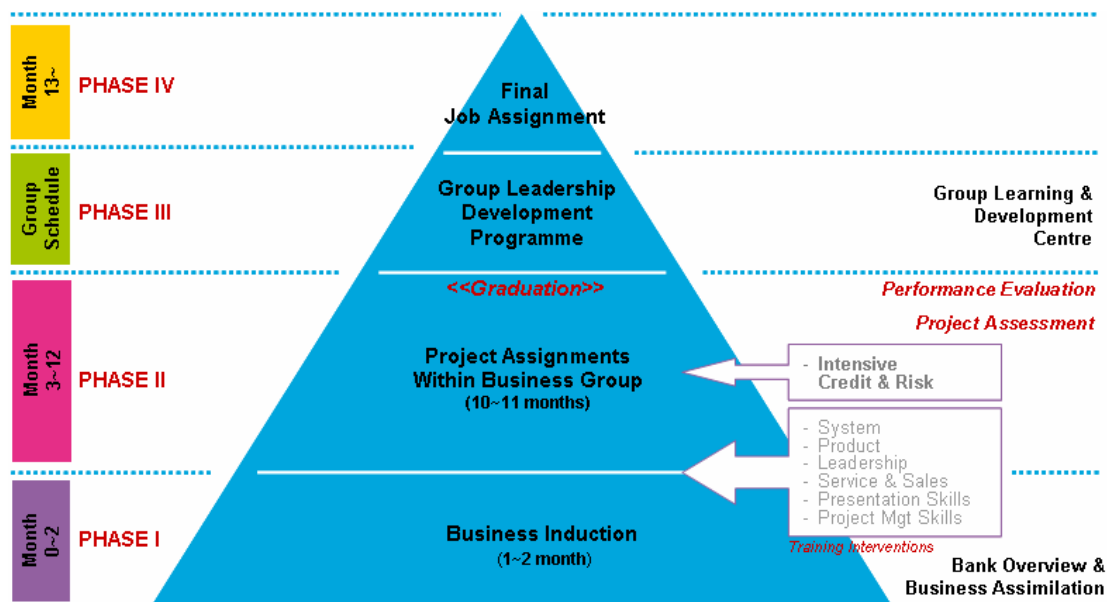
At HSBC Korea, we also offer a Summer Internship Programme, which provides an opportunity to experience the realities of a truly global bank first hand. To learn more about the programme and about HSBC, please visit our website [www.hsbc.co.kr](http://www.hsbc.co.kr)



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## Appendix: Programme Structure

The programme aims at developing Management Associates (MAs) to support and drive business initiatives and enables MAs to liaise their full potential and career aspirations to our business. MAs are not aligned to any business line during the programme, so they gain broad exposure across our customer groups and functions.



### Business Induction

One-month integrated business induction provides MAs with introduction of HSBC and HSBC Korea - its history, vision, organisation, etc. Designated instructors from each dept/unit will help MAs understand and assimilated into the overall Bank's business from customer/business group to support function. MAs are also required to complete other separate training courses to build in-depth knowledge and skills in the areas of credit & risk, system, product, leadership, service & sales, and other essential personal effectiveness skills.

### Project Assignments

To gain exposure in diverse business areas, MAs are given a challenging new assignment every 2 to 3 months. Project assignments are decided both on business needs and development needs. Throughout the projects, MAs learn to understand business and to provide the right solutions for the business. Analytical and business flair is required to assess risk and make judgement. MAs need to be adaptable and exploring openly every new challenge with eagerness to meet what is expected of them to the highest level.

### Performance Evaluation

Objectives will be set and agreed at the beginning of each project assignment to ensure MAs to complete all deliverables and acquire learning experience anticipated. MAs are expected to perform exceptionally high standard at each posting and should complete all mandatory training courses with satisfactory results for successful graduation.

### Support & Mentoring

A senior executive will be assigned to each MA as a mentor, and on-going coaching and guidance will be offered. Continuous development dialogue will be provided to support MAs to achieve their objectives up to their fullest potential and talent.

### Group Leadership Development Programme

After an initial one-year programme in Korea, successful MAs will attend a Group Leadership Development Programme. Our world class intensive Group Leadership Development Programmes have been designed to provide delegates with a comprehensive understanding of our business strategy and to equip them with the tools necessary to drive our business forward. The programmes also will play a key role in helping MAs to establish a network of contacts across different countries and territories and business areas.

### Post-MAP Job Assignment

After successful graduation of the programme, a full time posting will be assigned in the specific business function. Aligned with the new job, overseas attachment opportunities will be considered to provide global exposure and network. High-performing MAs will be developed to become talent pool to take up management roles and responsibilities in the future.